



Orangerooft Canada Limited  
Annual Report 1974

# Orangerooof Canada Limited

## CORPORATE DIRECTORY

### Officers:

John J. Courtemanche, Chairman of the Board,  
President and Chief Executive Officer  
Harold J. Murphy, Q.C., Secretary

### Directors:

John J. Courtemanche  
Harold E. Crate, F.C.A.  
Joseph P. Crothers  
George W. Crothers  
James F. Crothers  
Frank J. Crothers  
Harold J. Murphy, Q.C.

### Executive Offices:

Howard Johnson's Airport Hotel  
P.O. Box 605, Rexdale, Ont. M9W 5L6

### Solicitors:

Garvey, Ferriss

### Auditors:

Thorne Riddell & Co.

### Transfer Agent and Registrar:

Canada Permanent Trust Company  
Vancouver, Calgary, Toronto, Montreal, Halifax

### Stock Exchange Listing:

Montreal Stock Exchange

The Annual Meeting of Shareholders will be held Wednesday, April 30, 1975, at 10 a.m. in Howard Johnson's Airport Hotel, 801 Dixon Road, Toronto.

## HOWARD JOHNSON'S CANADIAN LOCATIONS

### Motor Lodge/Restaurant Combinations

TORONTO (Airport), Ont.  
801 Dixon Road, Rexdale.  
(416) 677-6100

TORONTO (East), Ont.  
Markham Road and Hwy 401  
(416) 439-6200

LONDON, Ont.  
1150 Wellington Road South  
(519) 681-0600

ST. CATHARINES, Ont.  
Lake Street and Q.E.W.  
(416) 934-5400

MONCTON, N.B.  
Trans Canada Hwy at Magnetic Hill  
(506) 854-1050

ORILLIA, Ont.  
Hwy 11 at Hwy 12N.  
(705) 326-7343

### Restaurants

TORONTO, Ont.  
291 Yonge Street  
1507 Yonge Street  
3757 Keele Street

BARRIE, Ont.  
355 Bayfield Street N.

STONEY CREEK, Ont.  
106 Centennial Pkwy. N.

BROCKVILLE, Ont.  
Thousand Island Mall

MONTREAL, Que.  
710 St. Catherine St. W.  
1236 St. Catherine St. W.,  
1232 Peel Street

QUEBEC CITY, Que.  
22 Côte de la Fabrique

DRUMMONDVILLE, (St. Germaine), Que.  
Trans Canada, Route 20

### Red Coach Dining Rooms

TORONTO, Ont.  
Adjacent to Airport Hotel,  
801 Dixon Road.



# PRESIDENT'S REPORT

## TO OUR SHAREHOLDERS:

Despite general economic conditions prevailing throughout 1974 Orangeroot continued to reduce its loss position, mainly through the careful monitoring of controllable expenses.

## FINANCIAL

Total revenue increased 35.4 per cent to \$10,979,000 from \$8,107,000 in the prior year. This increase, partly from price adjustments and partly from volume improvement, was insufficient to offset accelerated wage and food costs, particularly in the fourth quarter. As a result, although operating income increased 97.8 per cent, the Company incurred a net deficit, after depreciation and amortization, of \$239,000 compared to a loss last year of \$330,000.

Working capital increased at year end by \$551,000, reducing the Company's working capital deficiency to \$1,035,000.

## OPERATIONS

Sales of hotel and restaurant services increased substantially as our facilities gained greater acceptance in their respective markets. Overall occupancy rates were consistently at or above the industry average.

Company-owned Motor Lodge/Restaurant operations have proven to be as profitable as had been projected for the year. We are particularly gratified by the progress at the Toronto East Lodge (Markham Road) which has achieved satisfactory results in its first full year of operations. Its Manager, Miss Barbara Bone, is a credit to Howard Johnson's as well as the hotel management profession.

Free-standing Howard Johnson's Restaurants have met with mixed results on the year. Those located in high traffic, urban areas and those operating under license have increased in both sales and profits. However, restaurants in suburban locations have been affected by the economic turndown to a greater extent, and although management is aggressively tackling the situation, overall improvement is tied into general economic conditions over which we have little or no control.

The licensed Howard Johnson's Restaurants in Montreal are meeting with outstanding public acceptance. Mr. Spiro Gavaris, the first Howard Johnson's Restaurant licensee in Canada, opened his third location in Montreal during 1974, and expects to announce a further expansion by late spring.

During 1974, free-standing restaurants were also opened in Barrie and Brockville. A licensee-operated Motor Lodge/Restaurant combination in Orillia opened in December. In Whitby, the planned opening of a Motor Lodge/Restaurant combination was deferred when construction was halted on the licensee's unit.

At year end, there were six Howard Johnson's Hotels and Motor Lodges in operation in Canada, each with an

adjoining Howard Johnson's Restaurant. In addition, there were ten free-standing Howard Johnson's Restaurants.

Subsequent to the year end, a new, licensed Howard Johnson's Restaurant opened in Drummondville (St. Germaine) on the main highway between Montreal and Quebec City.

Under negotiation at year end was a licensed Motor Lodge/Restaurant combination in Aurora, as well as three restaurant locations in Ontario and Quebec.

## MASTER AGREEMENT

The Company is appreciative of the attitude assumed by the Howard Johnson Company, holders of the Master Licensing Agreement, for their support in deferring the 1975 and 1976 expansion requirements.

As a result, Orangeroot management is able to concentrate on bringing current properties up to optimum operating standards before meeting the expansion commitments of the original terms of the agreement.

In addition, the Howard Johnson Company has agreed to forego any further payments respecting our license for the manufacture of Howard Johnson's ice cream in Canada.

## MANUFACTURING

Canadian production of Howard Johnson's ice cream and food items for the Howard Johnson's commissaries resulted in total sales of \$370,330 in 1974, an increase of 30 per cent on the year.

## MANAGEMENT

Orangeroot is devoting its energies and talents toward increasing internal management depth. At all levels of the organization, training and development programs are creating a broad team of specialists in the proven Howard Johnson's operational methods. With the establishment of strong management leadership throughout the Company and more effective operational controls, we are confident that Howard Johnson's in Canada will continue to build an enviable reputation.

## OUTLOOK

The entire food service and hospitality industry is beset by the numerous economic problems of our times. We anticipate a difficult period ahead for the industry in 1975, and are working toward minimizing the effects of this situation wherever possible; we continue to be very optimistic about the long-term growth potential of our industry.

We are most appreciative of the loyal effort on our behalf by the executives and staff in all areas of the operations of Orangeroot Canada Limited and Howard Johnson's in Canada.

On behalf of the Board of Directors,

John J. Courtemanche,  
*President.*



**CONSOLIDATED BALANCE**

(with comparative figures)

**ASSETS****CURRENT ASSETS**

	<u>1974</u>	<u>1973</u>
Accounts receivable . . . . .	\$ 381,000	\$ 525,000
Costs of land and building recoverable under sale and lease-back agreement . . . . .		2,321,000
Current portion of mortgages receivable. . . . .	410,000	231,000
Inventories, at the lower of cost and net realizable value . . . . .	319,000	187,000
Deposits and prepaid expenses . . . . .	40,000	38,000
	<u>1,150,000</u>	<u>3,302,000</u>

**MORTGAGES RECEIVABLE (note 2)**

	<u>956,000</u>	<u>1,369,000</u>
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**FIXED ASSETS (note 3)**

Buildings, equipment and leasehold improvements, at cost . . . . .	10,514,000	10,062,000
Less accumulated depreciation. . . . .	<u>1,165,000</u>	<u>785,000</u>
	<u>9,349,000</u>	<u>9,277,000</u>

**OTHER ASSETS, at cost less amortization**

Licences (note 4) . . . . .	303,000	426,000
Deferred expenses (note 5) . . . . .	<u>501,000</u>	<u>607,000</u>
	<u>804,000</u>	<u>1,033,000</u>

	<u>\$ 12,259,000</u>	<u>\$ 14,981,000</u>
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Approved by the Board

J.J. Courtemanche, Director

H.J. Murphy, Director

# Orangerooft Canada Limited

(In accordance with the laws of Canada)  
Companies

## STATEMENT OF FINANCIAL POSITION—DECEMBER 29, 1974

(As at December 30, 1973)

### LIABILITIES

	<u>1974</u>	<u>1973</u>
<b>CURRENT LIABILITIES</b>		
Bank advances (note 6) . . . . .	\$ 1,145,000	\$ 3,776,000
Accounts payable and accrued liabilities . . . . .	822,000	852,000
Holdbacks payable on construction contracts . . . . .	17,000	70,000
Deferred advertising revenue (note 7) . . . . .	27,000	
Principal due within one year on long-term liabilities . . . . .	<u>174,000</u>	<u>190,000</u>
	<u>2,185,000</u>	<u>4,888,000</u>
<b>LONG-TERM LIABILITIES (note 8) . . . . .</b>	<u>7,912,000</u>	<u>7,692,000</u>
<b>SHAREHOLDERS' EQUITY</b>		
<b>CAPITAL STOCK (note 9)</b>		
Authorized		
1,400,000 Class A common shares without par value		
3,500,000 Class B common shares without par value		
Issued		
1,400,000 Class A common shares		
800,000 Class B common shares	4,570,000	4,570,000
<b>DEFICIT . . . . .</b>	<u>2,408,000</u>	<u>2,169,000</u>
	<u>2,162,000</u>	<u>2,401,000</u>
	<u>\$ 12,259,000</u>	<u>\$ 14,981,000</u>

Long-term leases (note 11)

### AUDITORS' REPORT

To the Shareholders of  
Orangerooft Canada Limited

We have examined the consolidated balance sheet of Orangerooft Canada Limited and subsidiary companies as at December 29, 1974 and the consolidated statements of income, deficit and changes in financial position for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these consolidated financial statements present fairly the financial position of the companies as at December 29, 1974 and the results of their operations and the changes in their financial position for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

THORNE RIDDELL & CO.  
Chartered Accountants

Toronto, Canada  
March 13, 1975



# Orangerooft Canada Limited

and subsidiary companies

## CONSOLIDATED STATEMENT OF INCOME

YEAR ENDED DECEMBER 29, 1974  
(with comparative figures for 1973)

	<u>1974</u>	<u>1973</u>
Revenue		
Sales . . . . .	\$10,759,000	\$ 7,966,000
Royalties . . . . .	120,000	96,000
Licence fees . . . . .	100,000	45,000
	<u>10,979,000</u>	<u>8,107,000</u>
Costs and expenses before the undernoted (note 10) . . . . .	9,622,000	6,972,000
Interest on long-term liabilities of \$772,000 (1973—\$786,000) net of interest earned from certain mortgages receivable of \$126,000 (1973—\$77,000) . . . . .	646,000	709,000
Royalties and licence fees . . . . .	<u>355,000</u>	<u>246,000</u>
	<u>10,623,000</u>	<u>7,927,000</u>
Income before the undernoted . . . . .	<u>356,000</u>	<u>180,000</u>
Depreciation . . . . .	412,000	350,000
Amortization of deferred expenses . . . . .	163,000	134,000
Amortization of licences . . . . .	<u>20,000</u>	<u>26,000</u>
	<u>595,000</u>	<u>510,000</u>
Loss for the year . . . . .	<u>\$ 239,000</u>	<u>\$ 330,000</u>
Loss per class A and B common shares . . . . .	11¢	15¢

## CONSOLIDATED STATEMENT OF DEFICIT

YEAR ENDED DECEMBER 29, 1974  
(with comparative figures for 1973)

	<u>1974</u>	<u>1973</u>
Deficit at beginning of year . . . . .	\$ 2,169,000	1,839,000
Loss for the year . . . . .	<u>239,000</u>	<u>330,000</u>
Deficit at end of year . . . . .	<u>\$ 2,408,000</u>	<u>\$ 2,169,000</u>

# Orangerooof Canada Limited

and subsidiary companies

## CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION

YEAR ENDED DECEMBER 29, 1974

(with comparative figures for 1973)

	<u>1974</u>	<u>1973</u>
Working capital derived from		
Operations		
Loss for the year . . . . .	\$ (239,000)	\$ (330,000)
Items not involving working capital		
Depreciation . . . . .	412,000	350,000
Amortization of deferred expenses . . . . .	163,000	134,000
Amortization of licences . . . . .	20,000	26,000
	<u>356,000</u>	<u>180,000</u>
Issue of 9-3/4% first mortgage debenture . . . . .	500,000	4,000,000
Reduction in licence costs as a result of		
forgiveness of long-term debt related thereto . . . . .	103,000	
Decrease in non-current portion of mortgages		
receivable . . . . .	<u>413,000</u>	<u>256,000</u>
	<u>1,372,000</u>	<u>4,436,000</u>
Working capital applied to		
Mortgages receivable . . . . .		500,000
Additions to fixed assets . . . . .	484,000	1,012,000
Non-current portion of costs of land and		
building recoverable under sale and lease		
back agreement . . . . .		680,000
Deferred expenses . . . . .	57,000	195,000
Reduction in non-current portion of long-term debt,		
including \$103,000 attributable to ice cream		
licence debt forgiveness . . . . .	<u>280,000</u>	<u>4,187,000</u>
	<u>821,000</u>	<u>6,574,000</u>
Increase (decrease) in working capital position . . . . .	551,000	(2,138,000)
Working capital (deficiency) at beginning of year . . . . .	<u>((1,586,000))</u>	<u>552,000</u>
Working capital deficiency at end of year . . . . .	<u>\$ 1,035,000</u>	<u>\$ 1,586,000</u>



# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 29, 1974

## 1. SUMMARY OF ACCOUNTING POLICIES

### (a) Basis of Consolidation

The consolidated financial statements include the accounts of the company and its wholly-owned subsidiary companies, O.R. Restaurants Limited and Orange Roof Enterprises Limited.

### (b) Fixed Assets

Fixed assets are recorded in the accounts at cost. Included in furniture and fixtures are costs of \$437,166 incurred by the company but held under a capitalized lease agreement expiring in April, 1979. Depreciation charged to operations is based on the following:

Buildings	5% Sinking fund basis over a 40 year period
Furniture and equipment	10% Straight line
Leasehold improvements	Straight line over the term of the lease
Cutlery, china, linens, etc.	The company capitalizes a base stock at each location and expenses subsequent replacements.

### (c) Licences

The costs of the master licence and the ice cream manufacturing licence are being amortized to income on a straight line basis over the term of the respective licences, each of which expire on December 31, 1989. Due to the forgiveness of the remaining long term debt related to the ice cream manufacturing licence, in 1974 the original cost of this licence has been reduced by \$103,000. Accordingly the amortization base for charges to income in 1974 and subsequent years has been adjusted (see note 4).

### (d) Deferred Expenses

Certain costs incurred prior to the opening of motor lodges and restaurants and costs incurred in obtaining long term debt financing and leasing arrangements have been deferred. The pre-opening costs are being amortized to income on a straight line basis over the first sixty months of operation commencing with the month following the opening of each motor lodge or restaurant. The costs of obtaining long term debt financing and leasing arrangements are being amortized on a straight line basis over the term of the respective financing or leasing arrangement.

### (e) Revenue and Expense

It is the company's policy to recognize sub-licence fees as revenue in the accounting period when a sub-licence agreement is signed and the fee has been received in cash. From the date of the sub-licence beginning operation the company receives continuing royalties and fees based upon the sub-licences gross revenues. Both the master licence and the ice cream manufacturing licence provide for percentage royalties payable by the company from its own operations. The master licence agreement has a minimum royalty of \$75,000 payable in each of the remaining years of the initial term. As well, the master agreement provides for a percentage payment to Howard Johnson Company of all sub-licence fees and royalties received by the company.

## 2. MORTGAGES RECEIVABLE

### Mortgages receivable

9% maturing May 15, 1975	\$ 100,000	\$ 175,000
9.5% maturing September 1, 1975	100,000	250,000
9.5% maturing March 11, 1976	340,000	
9.5% maturing June 1, 1982	242,000	246,000
9.5% maturing September 1, 1983	247,000	249,000
9.5% maturing April 1, 1984	337,000	
	<u>1,366,000</u>	<u>920,000</u>
Less principal included in current assets	<u>410,000</u>	<u>231,000</u>
	956,000	689,000

Costs of land and building recoverable in consideration of mortgages receivable under sale and lease-back agreement

	<u>680,000</u>
	<u>\$ 956,000</u>
	<u>\$ 1,369,000</u>



### 3. FIXED ASSETS

	1974		1973	
	<u>Cost</u>	<u>Accumulated depreciation</u>	<u>Net</u>	<u>Net</u>
Buildings .....	\$ 6,088,000	\$ 186,000	\$ 5,902,000	\$ 5,948,000
Furniture and equipment .....	3,219,000	856,000	2,363,000	2,448,000
Leasehold improvements .....	850,000	123,000	727,000	565,000
Cutlery, china, linens, etc. ....	357,000		357,000	316,000
	<u>\$ 10,514,000</u>	<u>\$ 1,165,000</u>	<u>\$ 9,349,000</u>	<u>\$ 9,277,000</u>

### 4. LICENCES

	<u>1974</u>	<u>1973</u>
Master licence .....	\$ 201,000	\$ 214,000
Ice cream licence .....	102,000	212,000
	<u>\$ 303,000</u>	<u>\$ 426,000</u>

Under the master licence the company has the exclusive right to operate and licence others to operate Howard Johnson's lodges and restaurants in Canada. The ice cream licence grants the company the exclusive right to manufacture and sell Howard Johnson's ice cream in Canada.

The licences expire on December 31, 1989, but provide for two additional ten year renewal periods on payment of stipulated renewal fees. The company is obligated to ensure that no less than 40 Howard Johnson's combination restaurants and motor lodges are operating by December 31, 1989 and that 10 are operating by December 31, 1977. At December 29, 1974 there were 7 in operation.

### 5. DEFERRED EXPENSES

	1974		1973	
	<u>Expenses</u>	<u>Amortization</u>	<u>Net</u>	<u>Net</u>
Deferred opening expenses .....	\$673,000	\$378,000	\$295,000	\$383,000
Deferred borrowing expenses .....	281,000	75,000	206,000	224,000
	<u>\$954,000</u>	<u>\$453,000</u>	<u>\$501,000</u>	<u>\$607,000</u>

### 6. BANK ADVANCES

Bank advances are secured by a registered assignment of certain mortgages receivable and a general assignment of other book debts.

### 7. DEFERRED ADVERTISING REVENUE

Certain revenues for promotion charges received from sub-licences in 1974 have been deferred to provide for a promotion campaign not completed until early 1975.

### 8. LONG-TERM LIABILITIES

	<u>1974</u>	<u>1973</u>
Orangerooft Canada Limited		
9-1/2% Convertible sinking fund debentures		
Series A, maturing 1985 .....	\$3,000,000	\$3,000,000
9-3/4% First mortgage debenture, maturing 1978,		
payable \$475,000 annually principal and interest .....	4,430,000	3,977,000
Due to Howard Johnson Company .....		129,000
Principal amount of capitalized lease, bearing		
interest at approximately 11-1/2%, expiring		
April, 1979, requiring monthly blended		
payments of principal, interest and sales tax		
of \$7,000 .....	209,000	268,000
Carried forward	\$7,639,000	\$7,374,000



	<u>1974</u>	<u>1973</u>
Brought forward	\$7,639,000	\$7,374,000
O.R. Restaurants Limited		
10-3/4% First mortgage bonds, Series A, maturing 1981, payable \$20,000 1975 \$23,000 annually 1976 – 1980, \$25,000 – 1981 .....	160,000	180,000
11% First mortgage bonds, Series B, maturing 1981 payable \$41,000 annually 1975 to 1981 .....	287,000	328,000
	<u>8,086,000</u>	<u>7,882,000</u>
Less principal included in current liabilities .....	<u>174,000</u>	<u>190,000</u>
	<u><u>\$7,912,000</u></u>	<u><u>\$7,692,000</u></u>

The 9-1/2% convertible sinking fund debentures Series A, which are secured by a first floating charge on all the undertakings of the company call for annual sinking fund instalments of \$300,000 to commence in 1976, and can be redeemed otherwise than out of sinking fund monies at decreasing premiums commencing in 1977. The debentures are convertible into Class B common shares of the company at \$6.00 per share prior to 1981 and thereafter at \$7.50 per share to maturity (note 9).

Under the terms of the Trust Indenture securing the Series A debentures, the company has agreed not to pay dividends on its common shares if the retained earnings are less than \$1,000,000 or if more than 50% of the Series A debentures are outstanding.

The first mortgage debenture is secured by both a fixed and a floating charge on all of the company's assets located at the Toronto Airport Hotel.

The 10-3/4% and 11% First mortgage bonds, series A and series B, are secured by the building on leased land and furniture and equipment located at the company's Keele Street Restaurant and by a first floating charge on the other fixed assets of O.R. Restaurants Limited.

Subsequent to the year end, the company has made application to take down the final amount available of \$500,000 under the financing arrangements of the 9-3/4% First mortgage debenture.

Long-term liability repayment requirements 1974 to 1978, are approximately as follows:

1975	\$ 174,000
1976	483,000
1977	488,000
1978	4,648,000
1979	363,000

## 9. CAPITAL STOCK

The Class A and Class B common shares have the following rights:

- (a) The Class A shares are entitled to 10 votes per share; the Class B shares are entitled to 1 vote per share.
- (b) Class A shares may be converted into Class B shares at any time on the basis of one Class B share for each Class A share. 1,400,000 Class B shares are reserved for issuance upon the conversion of Class A shares. If 90% of the Class A shares are converted into Class B shares, then at the company's option all the remaining Class A shares may, at any time and from time to time, be converted into Class B shares.
- (c) In all other respects, the Class A and Class B shares have equal rights.

500,000 Class B common shares have been reserved for issuance upon conversion of the \$3,000,000 Series A debenture.

## 10. COSTS AND EXPENSES BEFORE THE UNDERNOTED

Included in costs and expenses before the undernoted is an amount of \$45,000 representing the excess of proceeds over capitalized cost awarded as a result of the arbitration of the final selling price of two motor lodges and restaurants sold under sale and lease back arrangements.

## 11. LONG-TERM LEASES

- (a) The company has entered into long-term leases on land and buildings for periods varying from six to thirty-six years. From the balance sheet date these leases provide for minimum annual rentals of approximately \$1,201,000 and aggregate minimum rentals over the remaining terms of the leases of approximately \$25,784,000.

The leases contain options to renew.

(continued...)



- (b) During 1974, the company sold and leased back over a term of 25 years, a motor lodge and restaurant completed during the year, for a minimum annual rental, included above, of \$331,000.

## 12. INCOME TAXES

Amounts available to be claimed against taxable income in future years, the tax effect of which has not been reflected in the accounts, are approximately as follows:

Losses carried forward, deductible up to:

1975	\$ 425,000
1976	430,000
1977	400,000
	<u>1,255,000</u>

Excess of undepreciated capital cost over net book value of depreciable fixed assets at December 29, 1974

1,260,000
<u>\$ 2,515,000</u>

## 13. COMPARATIVE FIGURES

Certain of the 1973 comparative figures have been reclassified to conform with the financial statement presentation adopted for 1974.

## 14. OTHER STATUTORY INFORMATION

	<u>1974</u>	<u>1973</u>
Number of directors (including 6 retired directors) . . . . .	16	12
Aggregate remuneration of directors as directors . . . . .	\$ 4,700	\$ 6,000
Number of officers (including 2 retired officers) . . . . .	4	5
Aggregate remuneration of officers as officers. . . . .	\$65,000	\$88,000
Number of officers who are also directors (including 2 retired officers) . . . . .	4	4

## FIVE YEAR SUMMARY

OPERATION Operating Summary	(000's)				
	1974	1973	1972	1971	1970
Hotels . . . . .	353	240	(27)	(105)	-
Restaurants at Hotels . . . . .	297	195	176	46	-
Restaurants (free standing) . . . . .	(117)	33	(52)	17	-
Licenses and Royalties - net . . . . .	140	94	113	47	42
Total Operating Income . . . . .	<u>673</u>	<u>562</u>	<u>210</u>	<u>5</u>	<u>42</u>
Corporate Expenses . . . . .	627	607	631	531	266
Debenture Interest . . . . .	285	285	285	-	-
Loss for the Year . . . . .	<u>239</u>	<u>330</u>	<u>706</u>	<u>526</u>	<u>224</u>
Operating Cash Flow . . . . .	<u>356</u>	<u>180</u>	<u>(240)</u>	<u>(339)</u>	<u>(240)</u>

## GROWTH OF HOWARD JOHNSON'S HOTELS AND RESTAURANTS

Motor Lodge/Restaurant Combinations	Projected					
	1975	1974	1973	1972	1971	1970
Toronto Airport	*	*	*	*	*	
London	*	*	*	*	*	
Moncton*	*	*	*	*	*	
St. Catharines	*	*	*			
Toronto (East)	*	*	*			
Orillia*	*	*				
Whitby*	*					
<b>Restaurants</b>						
Toronto,						
Keele St.	*	*	*	*	*	
291 Yonge St.	*	*	*	*	*	
1507 Yonge St.	*	*	*	*	*	
Stoney Creek	*	*	*			
Barrie	*	*				
Brockville	*	*				
Montreal,						
710 St. Catherine St. W.*	*	*	*	*	*	*
1236 St. Catherine St.*	*	*	*	*		
1232 Peel St.*	*	*				
Quebec City*	*	*	*			
Drummondville, Que.*	*					

\*Operated by Licencees

